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Port of New York Authority

The New York port problem in its relation...

[New York?]

[1921?]

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The New York Port Problem
In Its
Relation to the Public

Co-Ordination and Extension of Harbor Facilities will Reduce the Cost of Living

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WORK OF THE EDUCATIONAL COUNCIL
OF
The Port of New York Authority

"This is not merely a problem for the concern of public officials, directors of railroads, steamship companies and other terminal enterprises. It is a great sociological problem of chief concern to the public at large. A heavy burden is thrown upon the commerce of the Port and adds to the cost of living. The public feels the oppressiveness of this burden but is unable to analyze its causes, which, however, can and should be removed."

—From the report of the New York, New Jersey Port and Harbor Development Commission

The Port of New York Authority and the Educational Council

The difficulties under a divided jurisdiction of two States and more than a hundred municipalities have heretofore precluded a rational and co-ordinated development of the Port of New York's great natural advantages.

Realizing what it meant to both States, New York and New Jersey in 1917 created a Commission made up of representatives of the two States and provided funds for the study of this problem.

The creation of the Port District and the New York Port Authority is the outcome of this study.

Under laws passed by the States of New York and New Jersey, the Port Treaty or compact was signed on April 30, 1921, by the designated representatives of each State. By this Treaty, both States agree to and pledge each to the other faithful co-operation in the future planning and development of the Port of New York, holding in high trust for the benefit of the nation the special blessings and natural advantages thereof.

Thereby was created the Port of New York District, extending roughly from the City Hall in Manhattan 25 miles to the north, 16 miles to the east, 23 miles to the south, and 20 miles to the west; including the principal communities within what has been called the Metropolitan District in New York and in New Jersey.

The Port Treaty established and placed in jurisdiction over this district the Port of New York Authority, a public corporation made up of three men appointed by each State.

The Congress of the United States, realizing the value of co-operation between the communities in the development of the Port approved this compact, and its approval was signed by President Harding on August 23, 1921.

The members of the Port Authority are Eugenius H. Outerbridge of New York, Chairman; J. Spencer Smith of New Jersey, Vice-Chairman; Commissioners Alfred E. Smith of New York, Lewis H. Pounds of New York, De Witt Van Buskirk of New Jersey and Frank R. Ford of New Jersey.

The Port Authority is directed by law to make studies, conduct investigations, hold hearings and conferences, and to submit a comprehensive plan for the development of the Port District based upon the results of such studies, investigations, hearings and conferences, together with recommen-

dadations for such legislation as they may deem appropriate for the effectuation and consummations of such plan.

It is provided that nothing in the agreement shall impair the powers of any municipality to develop or improve port and terminal facilities.

The objects of the Port Authority are to develop the port as a unit; to bring commodities to their destination within every part of the port district more directly, more cheaply and more quickly; to secure the establishment of a food distribution plan whereby the cost of transporting food may be lowered; to make cheaper and quicker the passing of commerce through the port, by bringing railroad tracks to all waterfronts where modern freight-handling machinery can be utilized; by unifying facilities, by providing joint use by all carriers on equitable terms; by reducing delays of goods in transit; by developing waterways both within the port and leading to the port; by acting as the representative of the Port of New York in securing clearer recognition by all agencies of the Federal Government of the needs of the port, especially in the matter of deepening and widening channels.

To improve the facilities of the port will mean material reductions in the costs of food and commodities.

The Port problem touches every home. The people of the port district, 8,000,000 in all, are primarily concerned.

This sociological aspect has never before been emphasized, and the Port Authority is now doing so.

The Commissioners to the Port Authority, appreciating that the great public, so deeply affected, was not organized to promote its own benefits have asked prominent men and women to bring this phase of the problem to the attention of their respective communities, and these citizens have formed an Educational Council.

This Educational Council, acting as an independent body, is now engaged in an energetic campaign of enlightenment. It is divided into special groups and an appeal is being made to civic associations, schools, newspapers, the clergy, and all other individuals and agencies reaching the public to assist in making the people "port-minded."

The Port Authority welcomes the co-operation of all associations and individuals in order that the man in the street and the woman in the home may know their interest in the great work now undertaken.

For the information of these civic leaders the Port Authority submits herewith the addresses of Mr. Eugenius H. Outerbridge, chairman of the Port of New York Authority, and Mr. Julius Henry Cohen, its counsel, delivered recently at the first conference of the Educational Council, held in the offices of the Port Authority, 11 Broadway, New York City, together with extracts from the remarks of Mr. Hugh Frayne, representing the American Federation of Labor, quotations from a speech of Mr. J. Spencer Smith, Vice-chairman, data relative to the port, and other material which will be of value in this campaign of education.

The Responsibility of the Port Authority

By EUGENIUS H. OUTERBRIDGE

The Port Authority is charged by the Legislature with the duty of studying the report of the previous Commission, known as the New York, New Jersey Port and Harbor Development Commission, and is holding conferences and public hearings about it, conferring with all of the technical bodies within the limits of its jurisdiction, such as railroads, steamship lines, warehouse people, trucking people and with the commercial people represented by Boards of Trade, Chambers of Commerce and other civic societies in order that an intensive study of that very voluminous and technical report can be made through a process of discussion, criticism, and, if necessary, elimination and amendments, so that there may be, as a result of all of these proceedings, a concensus or a common opinion as to what is the best solution of this problem.

The Port Authority is charged to submit to the Legislatures of the two States by the first of next January a comprehensive plan for the future development of the port: that means as far as human foresight can determine what the future plan of all developments should be and how they shall be co-ordinated.

Incidentally, we are giving a great deal of attention to what can be accomplished by prompt and partial relief without waiting for the large constructive measures that will be ultimately necessary in the radical changes that must come about.

Now, the one element that is not organized is the great public, and yet as a whole, their stake in this matter is larger and more vital—a great deal more so—than any of these component elements which are organized and with which we have established conferences. The question of how to organize the public or to bring home to the public the importance of this problem to them is a very serious one.

The rapid transit question—the passenger transit question—is self-evident to everybody. Everyone who travels knows the limits of facilities, particularly during the congestion of the rush hours. The economic question of a five cent fare or a ten cent fare is one that any office boy can sit down and figure out what it means to him, but these freight movements are so complicated and so obscure that nobody realizes, even many of the business people doing business here, what those conditions impose by way of a burden on the commerce of the country, of this state and adjoining states, and particularly in the cost of doing business in this community.

Motion Picture to Illustrate the Problem

The Port of New York Authority felt that the people must in some way understand what this question meant in their homes, and the previous by-state commission realized perfectly well that that voluminous report, full of technical terms and figures, could not be made available to the public, and therefore they had prepared a moving picture of the Port of New York which shows these conditions in a graphic way. It shows, first of all, a bird's-eye view taken from aeroplanes of the whole port area and the great congestion of the port, all of which has an effect on the prices of food and clothing and the cost of doing business here. Then it shows the railway terminals where the trains comes in from all over the country and how the freight is distributed, either in the cars or lightered to their destinations, whether for domestic use or for export, and then it shows the cost of doing that business, each successive step, taking merely as illustrative one commodity which goes into every home here, the potato, illustrating the cost of a carload of potatoes brought from Michigan, the line haul cost to the break-up yards, and the cost of taking it from the break-up yards to a retail dealer in the Bronx. Then the picture goes on and illustrates the remedies which that report suggests.

We do not expect, even by the aid of this picture, that it is going to be possible to educate the masses of the people of this community in favor of any specific form of relief, that is, any physical plan for the development of the port. But the commissioners hope to educate the people as to what it means in their homes and lives, this pressing burden, so that there will be an insistent demand for relief.

The Commissioners to the Port of New York Authority thought that the work was so concentrated in these conferences upon the physical features of this matter and the technicalities of this matter that they might easily overlook or might not comprehend what were the best methods of reaching the people of this territory for the purpose of informing them and educating them and arousing this public opinion, which will bring the pressure necessary when the Legislatures convene. Therefore, we thought we ought to have an advisory committee on educational matters, believing that the people outside who were actively interested in large public affairs of this sort, who are prominent in their environment, should be invited to bring these things home to the people. That would be of immense value in advising the Port of New York Authority, particularly as to what would be the best method of bringing home what the people ought to know—what this really means to them in their households.

To Reach the Housewives

We have here a Bureau of Information. Mr. Palmer, who heads that Bureau, has scheduled a great many meetings at which this motion picture is going to be shown. Mrs. Moskowitz and Mrs. Wauters, who are associated with that department, the latter operating in New Jersey and Mrs. Moskowitz in New York, not only here in the motropolitan district but throughout the State, are making arrangements with as many of the societies among the women as possible. We feel it is the housewives who ought to really appreciate what this means, and who can through their various associations and activities be very helpful indeed in bringing about public comprehension and public spirit about this matter. We haven't any regular bureau of publicity. We do not call our Bureau of Information a bureau of publicity, because we have no amount in our appropriation to expend for publicity, and we can only give out what we consider important and necessary information, and trust to the press appreciating it and giving us such publicity of that information as they think is in the public interest. But a great deal can be done outside of the publication of such matter.

In Kipling's stories you know how, in India, by that silent word of mouth and underground channel, interesting news travels from one end of the country to the other and has for years and years, when there were no modern means of communication, until matters which were of interest to the Indians used to travel with the most extraordinary rapidity and become known to all. Perhaps you will be able to think of some way in which we can take a leaf out of the book of these people in their ancient times, when they could disseminate information that affected them in their private interests and get the distribution to all the people, or to a very large number of people of knowledge of what this really means, and then, if everybody is talking about it and everybody is interested about it, there will be lots of opportunities found to bring those people together in meetings where we can have the benefit of public discussion and co-ordinate action as well as intelligent and constructive criticism. For how can there be such intelligent and constructive criticism unless there is knowledge—knowledge of the problem and knowledge of what the two States are proposing to do?

The Immensity of the Problem

By JULIUS HENRY COHEN

You are asked to perform a task of considerable difficulty. We know the general nature of the task and it is only fair to you, who are to determine yourselves how the task is to be accomplished, to outline to you the nature of the task as we see it. Perhaps I can begin as well with a story as with anything else to illustrate the point I made upon another occasion about "the poor little rich port."

There was a gentleman who had a vast sum of money in his life time, rich beyond his needs, who had an only son. He had lost his wife. This son he wanted brought up in the very best fashion. He provided him with the very best teachers. He provided him with the governing supervision of the boy's aunt, and yet the boy failed to show any sort of ambition or any energy at all. This gentleman went to a well known pedagogue who was an expert in the upbringing of boys. He said to him, "I don't know what's the matter with that boy. If I had had half the opportunities that boy has I would have amounted to something." He proceeded to tell the teacher all the opportunities he had given the boy. The gentleman turned to him and said, "Now, let me see,," he said, "when you were a boy did you always have a pair of shoes?" "No," he said, "Sometimes you had to work to get a pair of shoes." He said, "That's right." He said. "Did you always have an overcoat on your back?" He said. "No." He said. "You had to work sometimes in very cold weather without having an overcoat." He said, "Yes." "Or had to work to get one." He said, "Yes." The teacher said, "What you mean is if your boy had had half the opportunities you have had he would amount to something."

Now, we have been blessed, as you can see from this window, with such a wealth of fortune that we have not had to do what the other ports have had to do. We have been dealt with in this magnificent harbor like the poor little rich boy or poor little rich girl, who didn't have to work for but received the things that good fortune brings.

Enterprise of Other Ports

A friend of mine sent me this circular that was distributed at the meeting of the United States Chamber of Commerce at Atlantic City in April, 1921. I will read it:

"Baltimore can handle your exports and imports cheaper and quicker than any other port on the Atlantic seaboard. For further information apply to the Export & Import Board of Trade, 106 S. Gay St., Baltimore, Md."

Philadelphia is conducting an advertising campaign—"Philadelphia becomes second port"—advertising the facilities of the port, a deliberate advertising movement under the auspices of the Department of Docks and Ferries of Philadelphia.

St. Louis, calling itself a seaport, advertises in the "Nation's Business," telling the advantages in that district.

You cannot pick up a paper at any of the ports other than New York without seeing how alive these ports are to the necessity of developing business for themselves.

During August, I was in Boston. I picked up the Boston Herald with an editorial, on Friday, August 5th: "Why not try Boston," pointing out the difficulties of doing business in New York and then urging that Boston be made the leading port of the Atlantic seaboard.

Those of you who have been up to Montreal know the enterprise of Montreal.

You can hardly pick up the Congressional Record without finding a discussion of some of the Southern ports, Congressmen and Senators from the southern ports pointing out the necessiity of developing the gulf ports, and asking why should New York have all the business and why should not business go through the gulf ports.

Here is a magazine, The Gulf Port Magazine, "Port Houston"—All of these, poorer ports compared with rich New York, alive, keen and at work for business! And this great enterprise here with a trade name inherited from its grandfathers, with all its fortune, with all its good will, standing by and the business slipping away from it.

What would a business man do under these circumstances if he found himself in a situation of this sort, when his competitors were delivering goods more on time, more speedily and on a cheaper cost of operation? Of course, he would take steps at once to correct it. That is only one phase of it. I do not mean to give the impression for one moment that there is no enterprise in this metropolitan district in dealing with the port problem. As a matter of fact, there has been a great deal of enthusiasm in some parts of the port, but the people of certain sections have been dead or inert.

Now, what are the difficulties as found in the study by the two States at an expenditure of $450,000? First of all, we have not had any plan. We have grown up in this metropolitan district like Topsy, with no plan at all, each district competing with the other, each trying to get whatever advantage it could for itself but not realizing the whole thing was bound together. We have a lot of pearls but no string to hang the pearls on. We have no belt lines touching all parts of the port, and the result is those of you who have seen the picture know in the story of "Mr. Potato"

what it is costing today. Then there has been the inability to get the money to make all these great improvements. The railroads cannot get it. The municipalities cannot get it. Immense sums of money have to be raised promptly to meet the situation. The legislature found it could do these two things at once: It could overcome the difficulty arising out of the boundary line by making one port district and then create in that port district a power capable independently of borrowing money in the public interest, issuing securities that would be tax exempt and thus be enabled to raise the money necessary for these new schemes.

A Great Social Problem

But this is not merely a commercial problem, it is not merely an industrial problem in the sense of getting work done at the cheapest rate, but it is a big social problem as well. Within this port district are eight million people. Those eight million people have got to live; they have got to have homes; they have got to have work, steady work, all the year round; they have got to have cheaper food than they have today, and transportation is the key to the whole thing, because, as you remember, those of you who saw the diagrams presented in the motion picture of the difference between modern opcration of a terminal facility and the present operation, you know that in the cutting out of the waste, in the cutting out of the delay, in the cutting out of the food that is lost, perishable, you reduce the cost of living. Just think of it!

If the automatic electric railroad scheme is sound, as an engineering proposition, it means that you can save enough by installing that single project in the cost of doing business to pay five per cent interest on the money that will be loaned and amortize the whole cost of it by the savings in about thirty years.

So that we have here the biggest social problem that has ever been presented to civilization to solve. How can eight million people be so physically organized in transportation facilities than they can be spread out where they can have decent homes at a decent rental, where they can get their food at prices that are based upon the lowest cost of handling, where they can do their work under the best possible circumstances, and, incidentally, with such great improvements going on, as they must go on for the next five or ten years, with these stresses and strains of unemployment periods solved by the use of such unemployment periods in developing facilities needed in the way of public works.

Now then, what is the method that the Port Authority has adopted? Well, obviously, the solution of the great terminal problem involves expert knowledge, it involves an

engineering problem very complicated, very difficult of solution. I cannot tell you whether the automatic electric is a sound engineering solution or not. All I can do is sit down and listen to what the experts tell me, and, according to my confidence in the experts, can I determine whether it is sound or not. I can go through their reasoning; I can go through the data they present; but there is no difficulty for me in understanding the problem which they are trying to solve. All I need to do is to look at the map to see that unless the railroads are connected up with Brooklyn and Queens that Brooklyn and Queens are not going to be highly developed industrial sections. All I need is to see that unless Staten Island is connected with all of the great trunk lines she cannot be developed, and the same is true of the Bronx and the whole metropolitan district, including as you know prominent cities of the State of New Jersey. I can see when it is explained to me why it costs so much to deliver freight in New York and why it costs less at other ports. All of that is perfectly obvious.

There have been in the handling of large public questions, two different methods that were developed in the past. In 1838 Francis Place wrote that the "power of close, deep, continuous reasoning is the lot of few, and those few have never yet directly governed mankind." He wrote that in 1838, but 15 or 20 years ago, when we were studying problems like this, where did we turn to for the mothod of handling? We turned to Germany. Germany's method was to get the best experts, the men who knew most about the specific problem, put them down at the problem, give them the necessary time, give them the money, and when they came forward with the solution, back it up and put it through. never consulting the people about it because the people could not understand it. That was the theory and that was the method by which Germany developed her great municipal improvements. If you will read one of Howe's books on European municipal government, you will see that from the point of view of expertness the job was well done, but the same power that could take a mass of people on a boat and carry them forward in peace times could do the same thing in war times, could carry a whole mass of people forward without consulting them at all. So the time is now at hand when the great mass of people realize that power exercised in that kind of way is dangerous power, and so they won't trust a group of experts, no matter how wise, to carry through a big enterprise without knowing what it means and what it is and how it is to be carried on in all of its aspects.

John Stewart Mill wrote in his autobiography "So complete was my father's reliance on the influence of reason over the mind of mankind, whenever it is allowed to reach

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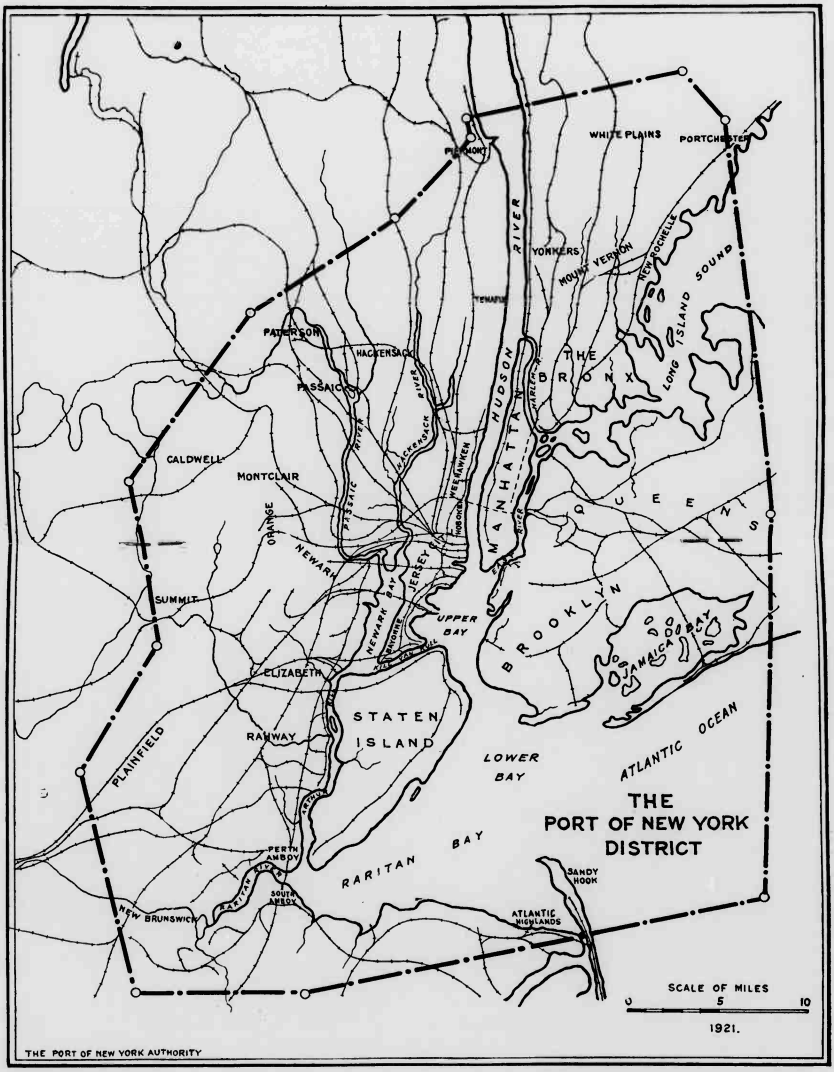
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SANDY HOOK
SOUTH AMBOY
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THE PORT OF NEW YORK AUTHORITY

(Continued from Page 9)

them, that he felt as if all would be gained if the whole population were taught to read, if all sorts of opinions were allowed to be addressed to them by word and in writing, and if, by means of suffrage, they could nominate a Legislature to give effect to the opinions they adopted."

That was his confidence in the people—if they were merely able to read. Well, we have learned something about this method of approach to the human mind through the ability to read, and what is happening today? A big problem like this, a problem affecting every man, woman and child in the whole district does get space in the Sunday papers. I wouldn't for the world criticize the newspapers. They have been as friendly as they possibly could be to this enterprise that we are officially associated with. They are laboring under the difficulties and the psychology of the present day. At the very moment, almost the very moment when I read again this quotation from John Stuart Mill, I picked up one New York paper that on Saturday last devoted five of the six columns on the first page, the whole of the second page and two-thirds of the third page—to what? To murder and suicide!

Must Consult the People

Now, that is the handicap today to getting to the people the information which they need for the purpose of determining what is for their own good. And we are presented today with a new problem. No longer is it possible to secure, because it is expert judgment and sound, the thing that is good for the masses without consulting them. You have, therefore, to devise new machinery by which to help the masses to understand just what this thing means. How many people are going to read even that summary chapter; how many people are going to be able to see the motion picture, and how many people are going to get this thing through the newspapers? The thing is stupendous, not only in its intricacy but in the fact that it touches the people at so many different points.

Business men are beginning to understand it and yet here was a man well informed, a member of the City Club, who the other night after seeing the motion picture, said, "I didn't know this thing was so big; I didn't know that Newark was as big as New Orleans or Cincinnati." Even the leaders of opinion in New York are uneducated in this matter. So, the Port Authority comes to you really with one of the most difficult problems that has ever been presented to civilization, a problem directly affecting the lives of eight million people, full of complexity but capable of being dramatized and of making the people appreciate what it

means to them, in no narrow spirit, no partisan spirit, no political aspect of it, but simply for their own good.

And that is the task that is committed to you.

Now, what part should the Port Authority play? Well, the Port Authority has to take that big red book, with all the material contained in it, and sit down with all the railway engineers, all the railway executives, with all the steamship executives, with every chamber of commerce and civic body in the metropolitan district, with the engineers of every municipality, with the warehousemen, and it has to go back on the first of January to the Legislatures of both states with a plan, not all of the details of a plan, but the backbone and arms and legs, even if the fingers and toes are not there to wiggle.

No Interference with Local Enterprise

The point is there must be no interference with the local municipalities and their improvements but there shall be a comprehensive plan to see where each community fits in, so that real estate men, business men, homeseekers, may be advised, so that we may make the most of all our wonderful gifts in this metropolitan district, but until it is approved, until it is adopted by the two states, the Port Authority is helpless, and it is right that it should be helpless.

The theory of that method was this: that the legislatures were unwilling to authorize an agency made up of six men to adopt a plan which would practically determine the life or death of any one of these 105 communities within the metropolitan district, and so until the legislatures feel that there is a plan that meets the needs of all of the communities, this agency is not authorized to go forward.

But if we are so fortunate, with the help of this splendid staff of engineers who are at work, and to those of my friends who are in this group here, may I say this personal word—that it has never been my pleasure to work with men so devoted to their task and so unselfish and public-spirited in the manner in which they are doing it,—I need say nothing about these Commissioners who are serving without compensation to get such a plan—so we can then go forward. Of course, I need not say to you this is no effort to put over any particular plan. The Port Authority has not yet worked out a plan. The plan contained in the report of the Bi-State Commission and the Legislature is by law to be submitted for criticism. The whole theory of the Port Authority is to put the cards on the table where everybody can read them—to get advice from everybody. The thing is too big to be handled in a little way, too grand to be handled in a petty manner.

There is a reasonable amount that the Port Authority could do. Obviously, it cannot spend its appropriation in educational work. Its engineering work will take all of the appropriations that the legislatures have given for this year. It cannot, without being subjected to the criticism that it is spending time advertising itself, do more than merely present the features of the report to these various organizations, but it has established a department which makes a point of contact with all the municipal agencies, with all the trade and civic bodies and with you. It has called you into action, first of all to stop and consider and study what is the thing that the public itself ought to do. There is no way of going out into the highways and byways and selecting representatives of the public to sit down with us. This is the only method, to find out the people who are known to be in touch with the large masses and with various groups and to ask their advice.

Education in Citizenship

Now, what is the first step? The first step is: how can the problem, not the solution of the problem—that will come in due course—but how can the problem be presented to all these communities and to the masses of the people so that they will realize that they are part of it? It is part of the modern education in citizenship. Then when the plan goes forward, if it is a good plan, public opinion will be back of it and there will be no delay. If it is a bad plan public opinion will find the point of attack and the criticisms to make.

HUGH FRAYNE

Said to the Educational Council

I know there is a problem. I know it has to be solved, and I think before determining as to what any particular locality or individual group may do on the question, that it first ought to have a committee to meet, sit down and work it out and then go ahead and have a large educational committee that will cover entirely the whole territory in both states, or at least the cities within the states that are affected most, work out the plan and then get busy. I do not want to discredit the suggested essays. It is going to take more than schoolboys to solve this problem. It is a man's job. It is a job for those that have gone through school and suffered many hardships. It has got to be done by a meeting of the groups together, not one group, and getting them to understand what they are going to do and then go and do it. I feel quite satisfied that so far as the labor group is concerned, they will be

very glad to have their part of the public—notwithstanding some people think they are not—they will be very glad to help in this work.

We all will learn something from what is said but we cannot go very far until we have organized the educational part of it. You know what you want. The law provides what is to be done. If the people are to know what the job is, they will have to have enlightenment and that enlightenment will have to come through the representatives of these groups organized into one group with power and authority and sanction of the Commission under the law that will permit them to bring the information to the people and educate them, and in that way it seems to me they could put this over. It is a big job but it can be done.

Mr. Cohen stated a moment ago that it is necessary to provide facilities for eight million people. Yes, now. When this job is done it will probably be provided for twice eight or three times eight million, as anyone knows that has taken the trouble to make a study of what the transportation facilities in this port are. It is really a wonder that it has gone on so long, that it has been responsible for the great burden upon the public in the way of a higher cost of living and the cost of everything else, which has come as a result of that, because the people who have had to bear additional living costs have had to make charges on other things, so that it is an endless circle, a vicious circle, never ending. This job if done will not only be for today but the future and it is one of the most necessary things that New York and New Jersey could possibly ever expect to have. Its reflex upon the rest of the country will be felt because there are many things that come through New York that go to other sections, particularly go to the states of New York and New Jersey and those communities will benefit just as well as the people within this port district. It is too bad it cannot be started now to take care of some of the great army of unemployed. However, it will be helpful whenever it comes. But in order to bring about, in my judgment, it is necessary to have the education, have all the public interested, and I am sure that they will when it is told to them. The story can be told to the men and women in the various cities and towns in New Jersey and questions answered by their own representatives whom they have selected as part of their committee to represent them; the same in New York, all working together through the medium of publicity.

I hope, I know it is the feeling of all, and I want it on the record—that this question is bigger than any individual group's interest. So far as the financial interest of the Merchants' Association, employers' and manufacturers' societies of any kind, it is bigger than every question, although they will benefit greatly from this new system when it is inaug-

urated. It is of greater moment than the interest of the banking people; it is of greater interest than of labor alone; it is greater than the problem of any particular group, and when it is finally solved it is my opinion the good that will come from it will amply repay all the effort that anyone has put forth and it will be free from anything except the great public good it is going to bring without injury to anyone and a great and lasting benefit to all.

From the address on the Port Authority delivered at the Seattle Convention of the American Association of Port Authorities by MR. J. SPENCER SMITH, Vice-Chairman of the Port of New York Authority:

Under the term "Gateways of a City" I think are properly entitled to be classified the rail lines, the waterways and the highways which lend themselves to the accommodation of motor vehicle traffic. Where this broad definition is not in effect, it seems to me it is the duty of those in charge of any one of these avenues of communication to carry on educational work which will bring home to their fellow citizens the full realization of the importance to the community of having its gateways of commerce properly safeguarded as well as developed. These gateways should be designed to serve the interest of the City itself.

Few there are who have made a study of the direct and indirect gains that accrue to a city through the development of its waterfront. There is a great allurement in the vision of ships that sail the seven seas and of the commerce that will come to a community through its ability to accommodate international shipping. Oftentimes the fact is overlooked that there is only a definite amount of business between the various parts of the world. As time rolls on undoubtedly the tonnages will increase but mere physical ability to handle that commerce will not of itself cause the commerce to flow in any given channel. Rather, factors that have no relationship to the physical conditions are more apt to be in possession of the power that will throw the switch in any given direction, such as tariff, finance, service and market conditions.

There is just so much money in the world available for public improvement. This is a fact that must be recognized. The great cry that there is throughout the world for the lessening of oppressive burdens of taxation upon the people generally, must be listened to. Monies that can be spent should be expended only after thoughtful study has been given to the subject. Money judiciously spent will become

an asset and will, through the returns from it, help to increase the wealth of the world and thereby decrease to that extent, the necessity for placing further burdens upon the public.

There probably is no field where mature judgment and ripe experience are more needed than in the proper guidance to be given to communities considering the improvement of their local transportation facilities. Before any community seeks to go forward, money should be spent in making a thorough survey of the facts. The best expert advice and experience should be sought after and availed of. Never was money more wisely spent, nor did Executives and Legislatures ever show better judgment than when the Legislatures of New York and New Jersey, with the respective Governors concurring, expended nearly $500,000 in order that a complete study of the Port problem of New York might be made. The results of this study and the facts disclosed have shown how foolish it would have been had not only the communities but interested private parties gone forward in the past with some of the improvements they had contemplated.

Injustice to an individual, unfortunately, is dramatic, while the lack of docking facilities is not. The inevitable result is that the public becomes terribly worked up over some faithful employee losing his job, while the failure to improve the port remains an abstraction upon which it is not able to concentrate its mind.

—From interview with Former Controller Herman A. Metz of New York in "The World," Oct. 9, 1921.

New York cannot live forever on its name. It has got to go along and prosper under modern ideas.

—From an address on port development by ALFRED E. SMITH, Former Governor of New York, now Commissioner to the Port Authority.

From "Freight Handling and Terminal Engineering:"

That the world preeminence of the port of New York must be maintained by a coordination of its facilities for the handling of the increased business of the future was the sentiment expressed by the executives of the steamship lines who conferred recently with the commissioners of the Port Authority.

New York's port preeminence can only be perpetuated by the elimination of politics and the fullest cooperation on the part of the public in the formulation of the proposed plans.

Editorial from "The Hudson Dispatch," New Jersey, September 10, 1921.

LINING UP PUBLIC OPINION

The improving of the port facilities in the port of New York, through the Port Authority Commission, is a vastly important matter, but like taxation, it is not a matter that interests the masses. The average man is much more interested in the Giants and Babe Ruth than he is in the things that would cut his rent and reduce the cost of living. That is one reason why taxes—and rents—are high, and why the cost of living is high.

If PUBLIC OPINION could be properly aroused, rents would come down; but, instead of taking an intelligent interest in taxation and in building costs, and striking at the very root of high rents, the only kind of public interest that has been aroused in recent years has been that created by politicians, of a more or less demagogic character, with practically no chance of accomplishing anything except the creating of hatreds that have increased the trouble rather than tending to decrease it.

In the matter of the Port Authority Commission an intelligent effort is being made to create public opinion in favor of a plan, so that when the plan goes to the legislatures of New Jersey and New York, the men and women in the law-making bodies will know that the people are behind the plan.

It will be difficult to interest the people in this kind of thing, but it may be done. At any rate, the Port Authority Commission is going about it in a sensible, interesting, educational way, by getting groups of citizens together and sending speakers to explain the plan. Not only are speakers sent, but there are moving pictures that explain how a sensible planning of the port will reduce freight costs by reducing the hauls and by cutting out an enormous amount amount of labor that is now necessary because there is no plan.

The New York Globe under date of August 26th speaking of the Congressional resolution ratifying the treaty between the States of New York and New Jersey creating the Port Authority said:

> There might have been a parade, speeches, and some fireworks when the President a few days ago signed the bill giving federal indorsement to the Port of New York. Washington thought the occasion was a big one and sent an expedition from Congress to join with state legislators in an inspection of the waters and territories affected. New York, on the other hand, did not seem much impressed. There were news items on the back pages of our journals, and possibly 100,000 people noticed and understood vaguely what had happened.
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> The fact is that New York has never really got the idea of the Port of New York under its skin. The city's millions will be the greatest and most immediate beneficiaries of the project which will mean cheaper transportation for the entire country, but the changes involved cover a wide area and are all on paper, and New York is hardly credulous. The Port Authority goes forward with its work just the same. The action of the two legislatures last spring resulted in the signing of the treaty and the appointment of a commission. Work is now proceeding, thanks to Congress and President Harding, with full legal authority. Engineers are in consultation with representatives of the communities affected—communities whose total population is over 8,000,000. By the first of the year it will be ready to report a plan to the two legislatures—a plan resulting from discussion of the belt line and automatic-electric system, but perhaps modifying it or differing from it considerably. New York and New Jersey should follow the work of the Port Authority in every possible detail. The change that lies in its hands is, comparatively speaking, one from barbarity to civilization. It affects real estate values, civic appearance, street traffic, food, clothing, and housing. It is a change to be made for the public, and the public should know about it in all the many stages its magnitude makes necessary.

SOME FACTS ABOUT THE PORT OF NEW YORK

The Port of New York has a waterfront on its rivers and bays of 771 miles in length. This distance if stretched out along the Atlantic Coast would reach nearly from Charleston, S. C., to Boston, Mass., or it is nearly twice the airline distance from Boston to Washington. In a westerly direction on an airline, it would extend from New York to a point more than 100 miles west of Chicago.

The value of the foreign commerce of the Port of New York is more than $15,000,000 per day. The freight handled annually by the railroads into, out of and through the port, if loaded into freight cars at the present average loadings, would fill eight tracks extending from San Francisco to New York.

There are approximately 200 companies operating ships into and out of the port.

In 1919 there were more than 5,000 vessels entered and 5,000 vessels cleared the port in foreign direct service, and probably nearly that many more in coastwise, river and sound service. A vessel enters the port and another leaves the port on an average every twenty minutes during the day—light hours.

New York has inland waterway connections with Buffalo and the Great Lakes via the New York State Barge Canal, with New England via Long Island Sound and the Cape Cod Canal, with the South via the Delaware and Raritan Canal and the Delaware River, the Chesapeake and Deleware Canal to Chesapeake Bay ports; and the Government has taken over and is improving the Chesapeake and Delaware Canal and has made surveys and reports on the proposed New Jersey Ship Canal between the Delaware River at Bordentown and Raritan Bay at Morgan.

Every important railroad in the country serves New York through its own rails, through traffic arrangements with railroads leading to the port, or from other ports by a coastwise steamship sevice.

New York's waterways, rivers, channels and bays are among its greatest assets, forming free and convenient intercommunication between the different parts of the harbor.

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